

Eugene W. Stetson School of Business and Economics

Graduate Programs

The Eugene W. Stetson School of Business and Economics (SSBE) offers the following graduate degrees: **Master of Business Administration (MBA); Executive MBA Program (EMBA); Master of Science in Health Care Management (HCM); and Master of Science in Technology Management (MSTM)**. The MBA degree is offered both on the Cecil B. Day Campus in Atlanta and on the Macon campus. The EMBA, HCM and MSTM degrees are offered in Atlanta.

These graduate programs are pragmatic in focus with extensive use of applied experience in instruction. This approach encompasses a mixture of lecture, case analysis and seminar. Each method is used to accomplish the goals of a specific class and to assure that students acquire the ability to apply business theory in a dynamic, competitive environment. Emphasis is given across the curriculum to ethical and socially responsible patterns of business activity and to the integration of specific functional areas into a coherent scheme for decision making and behavior.

The class schedule responds to the needs of non-traditional, commuter students. Cross-registration among the degree programs is generally not permitted.

Individuals with a bachelor's degree from an accredited institution who have approximately seven years' of work experience may apply to the **EMBA** program. EMBA applicants are required to have some managerial and supervisory experience in their work history. Admission will be determined by the Eugene W. Stetson School of Business and Economics Admissions Committee, which will admit 25 to 30 executives per academic year.

For information on these graduate programs persons may write or call the Stetson School of Business and Economics, Mercer University, Cecil B. Day Campus, 3001 Mercer University Drive, Atlanta, Georgia 30341 (770) 986-3417, or Stetson School of Business and Economics, Mercer University, 1400 Coleman Avenue, Macon, Georgia 31207-0001 (912) 301-2832.

GRADUATE PROGRAM POLICIES AND PROCEDURES

1. **Eligibility for Admission:**

Applicants seeking graduate admission must have a bachelor's degree with an acceptable level of scholarship from a regionally accredited institution of higher learning. The degree may be in any discipline. Graduates of foreign schools of higher learning must be able to document that their degree is the equivalent of a bachelor's degree awarded by an accredited United States college or university. Foreign educational credentials must be evaluated by an independent evaluation service at the applicant's expense.

2. **Application:**

To be considered for admission an applicant must submit a completed application form accompanied by a \$35 non-refundable fee, (\$50 for international applicants.) Applications may be obtained from the Stetson School of Business and Economics in either Macon or Atlanta.

3. **Transcripts:**

All applicants must submit two official transcripts from each collegiate institution previously attended to the Office of Admissions, Stetson School of

Business and Economics, 1400 Coleman Avenue, Macon, Georgia 31207-0001 or the Office of Admissions, Stetson School of Business and Economics, Cecil B. Day Campus, 3001 Mercer University Drive, Atlanta, Georgia 30341, depending on the campus the applicant wishes to attend.

4. **Admission Standards:**

All applicants must take the Graduate Management Admission Test (GMAT). The Graduate Record Examinations (GRE) may be accepted by the program director in lieu of the GMAT. Applicants who have not taken a graduate level admission test should take the GMAT. Exception: Applicants who hold a Master's or higher post baccalaureate degree are exempt from the admission test requirement.

The GMAT is administered by the Educational Testing Service, Princeton, New Jersey. A GMAT information *Bulletin* can be obtained by contacting the Stetson School of Business and Economics, or at www.gmat.org. Score reports should be forwarded to Mercer/Macon, Institutional Code #5409, or to Mercer/Atlanta, Institutional Code #5025, depending on the campus the applicant wishes to attend. Only GMAT (or GRE) scores within the five years prior to admission will be accepted. Special conditions apply to international students. See 5 below.

The admission decision is based upon an assessment of the applicant's ability for successful graduate study. This assessment will be based upon aptitude, measured by the GMAT or GRE, previous academic record, and in some instances, successful managerial experience.

5. **International Applicants:**

Qualified applicants whose native language is not English will be eligible for admission into the program. Major emphasis is placed on proficiency in the use of English. The proficiency level desired is a minimum score of 550 (215 on the computerized version) on the TOEFL examination. The GMAT (or GRE) must be taken prior to consideration for admission.

Accepted international applicants whose primary language is not English will be tested by the English Language Institute of Mercer University. Those whose test results indicate a lack of proficiency in English will be required to enroll in and satisfactorily complete English courses deemed appropriate by the International Student Advisor and the Stetson School of Business and Economics. Any English courses needed as a result of this testing become a formal part of the international student's degree requirements and must be given first priority in registering for courses.

Each applicant must present "official" credentials attesting to academic achievement as to level and performance. "Official" documents will vary from country to country, but should be original documents with authoritative signatures, seals, stamps, etc. Whenever possible, these should be sent by the institution responsible for issuing such documents. In cases where it is impossible for an applicant to have these credentials sent from such institutions, the applicant should forward a duly "notarized" or "attested to" copy. The notarization should be done by a proper government official or proper representative of the American Embassy in the country.

International applicants who completed all or part of their education abroad are required to have their foreign credentials evaluated by an independent evaluation service. Information and forms are available on request from the SSBE Office of Admissions.

When the documents are in a language other than English, they must be accompanied by translations. These translations must be the original form and contain acceptable notarization as described above for a copy of the original documents. Translations should be made by the American Embassy,

the home country Embassy, or an appropriate government official. As a general rule, documents translated by the Office of the American Friends of the Middle East (AFME) and the Institute of International Education (IIE) will be acceptable. Because additional processing time is required, international students should submit the application and all supporting documents at least 60 days prior to the start of the desired semester of entrance.

Each international applicant must present financial documentation showing ability to finance the student's education and living expenses for one year. Financial documents must be dated no more than one year to date of enrollment. Neither graduate assistantships nor financial aid is available to international students.

6. **Transient Status:**

Students enrolled at another institution who wish to obtain graduate credit for a course taken at Mercer University must provide written authorization from the other institution. The authorization must be accompanied by a completed application for admission and the appropriate application fee. Transcripts and admission test scores are waived.

7. **Transfer Credit:**

Students may receive credit for graduate courses taken at another institution, either as transfer or transient credit. The number of hours accepted as transfer and transient credit may not exceed six (6) semester hours. Credit for graduate transfer or transient courses completed at another institution may be awarded under the following conditions: (1) the courses were taken at a graduate degree granting institution accredited by a regional accrediting body; (2) the courses were graduate degree courses; (3) the courses were taken in residence and not by correspondence; (4) grades of at least "B" were received in the courses; (5) the courses were completed within the five years prior to enrolling in graduate studies at Mercer; (6) other restrictions as set by the graduate faculty. Courses taken for another degree previously earned may not be applied toward the MBA, EMBA, HCM or MSTM.

If acceptable course credits are approved for transfer, all but two of the graduate level courses (of the total required for the masters degree) must be completed in residence in the graduate program at Mercer University.

A written request for consideration of transfer credit should be submitted to the Program Director by the student within six months of initial enrollment. The request must indicate the specific course(s) for which transfer credit is sought and must include a copy of the other institution's *Bulletin*, a course outline and an official transcript. Exceptions to this policy may be appealed to the Dean of the Stetson School of Business and Economics.

8. **Transient Credit:**

Students who wish to earn transient credit from another college must have prior approval from the appropriate Program Director for such credit to be accepted as a part of the degree program. Transient credit may not be used to meet the residency requirement necessary for graduation, except under unusual circumstances which must be approved by the Program Director.

9. **Readmission:**

A student who withdraws from the school while on academic warning or probation, or who has not completed a course in one calendar year and who wishes to reenter, must request readmission in writing to the Program Director. Requirements for continued enrollment and limits to the number of courses a student may take may be established. Furthermore, if it has been one calendar year or more since a course has been completed, the student must reenter under the *Bulletin* governing the academic year in which he/she reenters. Appeals of decisions regarding readmission must

be made in writing to the Dean of the Stetson School of Business and Economics. Any student who is on academic exclusion may not be readmitted.

10. Academic Regulations:

Graduate students should become familiar with *Bulletin* information, the university calendar, and the specific regulations of their degree program.

11. Exceptions and Appeals:

Exceptions to policy or appeals of policy decisions and/or grades must be made in writing to the Dean's office of the Stetson School of Business and Economics. These will be reviewed by the Student Affairs Committee, which will make a recommendation to the appropriate Dean. Appeals for reconsideration of a recommendation or decision by the Student Affairs Committee must be presented in writing to the Dean.

12. Degree Requirements:

To qualify for the MBA degree, the student must successfully complete 36 semester hours of course work numbered 600 and above as specified under the Program of Study section. Students in the EMBA, HCM and TGM programs must successfully complete 39 semester hours of course work numbered 600 and above as specified under the specific Program of Study section. On all courses taken in residence and considered for graduation, the student must have a cumulative GPA of at least 3.0. To graduate, students must obtain a minimum grade point average of 3.0 on all graduate business courses taken at Mercer University (500- and 600-level combined) and a minimum grade point average of 3.0 on all 600-level courses. Concentration courses must be completed with a GPA of at least 3.0. In addition to meeting the 3.0 requirement for graduation, students must have no more than two (2) grades of C and/or C+ in the entire graduate work (500- and 600-level). Grades below a C do not count toward Master's degrees. No more than two (2) courses with a grade of less than B may be repeated for credit in the graduate programs. Courses taken for another degree previously earned may not be applied toward any graduate degree.

The time limit for completion of all course work for graduate degrees is seven (7) years.

13. Residency Requirements:

To qualify for the MBA degree, the student must complete at least 30 semester hours of course work in residence, and achieve a GPA of at least 3.0. To qualify for the EMBA, HCM and MSTM degrees, the student must complete at least 33 semester hours of course work in residence, and achieve a GPA of at least 3.0.

14. Participation in Commencement Ceremonies:

Students who have met all degree requirements may participate in the Commencement ceremony. Other graduate students may participate under these stipulations: (1) if they are within six (6) hours or less of completing all degree requirements, including the minimum number of semester hours required, and (2) if they meet the minimum graduation requirements for grade point averages in cumulative GPA.

15. Special Students (Non-Degree Graduate Status)

Students not admitted to the MBA program may take MBA courses only under the following conditions:

(1) Students taking courses to fulfill the CPA Exam educational requirements are limited to enrollment at the graduate level in accounting courses only. Unlimited enrollment in undergraduate business or accounting courses is permitted. Students must possess an undergraduate degree from a regionally accredited institution.

(2) Students possessing a master's degree or higher and who have met course prerequisites may enroll in MBA courses with consent of the MBA Director.

(3) Students applying to the MBA program, but not yet accepted may enroll for one semester only in a maximum of two 500-level courses. Students must have an application on file that is complete except for an acceptable GMAT score; have a minimum undergraduate grade point average of 2.5 on a 4.0 scale; and have either not taken the GMAT or, if taken, have received a score of at least 350.

Students who wish to take HCM or TM courses, but do not want to pursue a master's degree, are admitted as non-degree graduate students. Non-degree graduate students must possess a bachelor's degree from a regionally accredited institution, and must obtain the consent of the HCM or TM Program Director before enrolling in these courses.

Only nine semester hours of credit taken while in a non-degree status may be applied to a graduate degree at a subsequent time.

Graduate Academic Deficiency

Unsatisfactory Academic Progress: The cumulative grade point average of 3.0 is one of the requirements for graduation from the graduate program. The semester and cumulative grade point averages are an indication of a student's academic performance. Any student whose semester and/or cumulative grade point average is below 3.0 is making unsatisfactory academic progress and the student's progress will be monitored. The statuses described below designate a single period of one or more consecutive semesters in which a student is making unsatisfactory academic progress. This period begins the semester following the semester in which the semester or cumulative grade point average is below 3.0 and ends the semester in which the cumulative and semester grade point average are at least 3.0.

Academic Warning: The first semester that a student's semester and/or cumulative grade point average is below 3.0.

Academic Probation: The second and subsequent consecutive semesters in which a student is enrolled and the semester or cumulative grade point average is below 3.0.

To improve the academic standing of a student who is making unsatisfactory academic progress, his/her advisor may specify conditions with which a student must comply to be able to register, such as the courses to be taken, the course load, the attainment of a specific semester grade point average, and/or counseling.

Academic Suspension: After the second and subsequent semesters on Academic Probation, a student may be placed on Academic Suspension; that is, the student may not be permitted to register for classes for one or more semesters. A student who is suspended may request the director of his or her program, in writing, to review the decision.

Academic Exclusion: In the most serious cases of unsatisfactory academic progress a student may be permanently excluded from the program.

Readmission: The student who wishes to be considered for readmission following suspension must make application in writing to the Program Director. The application must be made at least 45 days prior to the close of registration for the semester in which the student wishes to enroll. The Director may consult with faculty before making a decision. If the student is allowed to reenter, the Director may establish

conditions for the student's readmission, as well as course requirements. A negative decision by the Director may be appealed in writing to the Dean, or to the Dean's designated representative. The decision of the Dean, or the Dean's representative, is final.

Grades of C or Below

Graduate students, in addition to meeting the 3.0 requirement for graduation, also must have no more than 2 grades of C and/or C+ in the entire graduate work. Grades below a C do not count toward Master's degrees. Students not meeting the minimum standards may be placed on academic probation.

MASTER OF BUSINESS ADMINISTRATION

The Master of Business Administration (MBA) degree is a professional degree for qualified students interested in the management of human, material, and financial resources in business, government, and non-profit organizations. The program is tailored to meet the needs of individuals already employed as managers, as well as persons preparing for advancement into middle management or administrative levels. To implement this mission, the MBA program is constructed around the following tasks and objectives:

- Examination of the relationship between businesses and society in order to heighten each student's awareness of the social dilemmas and value conflicts which affect an organization's performance;
- Development of greater understanding of human behavior in organizations along with developing the attitudes and skills necessary to achieve effective working relationships;
- Development of analytical techniques and multi-disciplinary approaches useful in making and implementing decisions;
- Development of the broad vision necessary to cope with complex managerial problems in a global environment;
- Establishment of a real world experience base by maintaining continuous interaction with community organizations, profit and non-profit, through seminars and special programs for practicing managers and administrators.

Program of Study

LEVEL ONE-FOUNDATION COURSES

BA 501—Economics
BA 502—Accounting
BA 503—Finance
BA 504—Management
BA 505—Marketing
BA 508—Decision Statistics

Students are required to complete these courses, or approved undergraduate equivalents, with a grade of "C" or better to receive credit for having completed MBA program prerequisites.

The approved undergraduate equivalent for BA 501 is ECN 150, Principles of Microeconomics, and ECN 151, Principles of Macroeconomics.

LEVEL TWO COURSES

All candidates for the MBA degree are required to take the following Program of Study:

A. MBA Core Program (24 Hours)

<i>BA 601—Applied Microeconomic Analysis</i>	<i>3 hours</i>
<i>BA 602—Managerial Accounting</i>	<i>3 hours</i>
<i>BA 604—Seminar in Advanced Management</i>	<i>3 hours</i>
<i>BA 605—Seminar in Strategic Marketing</i>	<i>3 hours</i>
<i>BA 606—Decision Theory</i>	<i>3 hours</i>
<i>BA 609—Corporation Finance</i>	<i>3 hours</i>
<i>BA 610—Ethics and the Legal Environment of Business</i>	<i>3 hours</i>
<i>BA 611—Production and Management Systems</i>	<i>3 hours</i>

The Program Director or Dean may approve waiver of an MBA core program course. The student will be permitted to substitute an appropriate elective course.

B. Area of Concentration or Electives (9 Hours)

Each student in the program is required to take 9 semester hours (three courses) beyond the MBA core. Two courses must be taken in one area of concentration. Students are required to take an international elective. **It is strongly recommended that students take the international elective in their field of concentration (BA 675, BA 678, BA 681 or BA 696) where possible.** A double concentration requires 9 semester hours in each elective area beyond the MBA core. No single course will be credited toward both concentrations.

Ordinarily, electives or concentration courses are offered on the Atlanta campus each semester in four or more of the following fields: Accounting/Taxation, Finance, International Business, Management, Management Information Systems, Marketing, and General Business. In most years, electives or concentration courses are offered on the Macon campus in the following fields: Finance, Management, and General Business.

C. Concluding Case Study Seminar - BA 699 (3 Hours)

Each candidate is required to take BA 699: MBA Capstone. The MBA Capstone is the culmination course for the MBA program. The course provides students with the opportunity to correlate, integrate and apply the concepts and principles that have been learned in the core and concentration courses of the MBA program. Prerequisite: Restricted to candidates who have completed the core program. The course is normally taken as the final course in the MBA program. The concluding case seminar must be taken in residence at Mercer.

Doctor of Pharmacy/Master of Business Administration Program

For qualified students at the Southern School of Pharmacy, Mercer University provides an opportunity to pursue a Master of Business Administration (MBA) degree concurrently with the Doctor of Pharmacy (Pharm.D.) program. The MBA degree is earned through the Stetson School of Business and Economics (SSBE). The MBA degree is a professional degree for qualified students interested in the

management of human, material and/or financial resources in business, government or non-profit institutions. The degree is designed to complement the Doctor of Pharmacy degree in a manner that will broaden the occupational and professional opportunities of the prospective graduate in community, industry or institutional practice. The program has been carefully designed to permit concurrent pursuit of both the pharmacy and the MBA curriculum with the granting of the MBA degree usually within one year of the granting of the Doctor of Pharmacy degree. Applicants make formal application to the MBA program in the second semester of the second professional year at the Southern School of Pharmacy.

The Graduate Management Admissions Test (GMAT) must be taken within four months of matriculation in the School of Business and Economics. While completing the requirements for the Doctor of Pharmacy degree, students may take courses at the SSBE toward the MBA degree. Pharmacy students admitted into the combined Pharmacy/MBA program may pursue the following course of study. Minor modifications may be necessary depending on the individual student's academic background.

First, Second, and Third Professional Years

The following foundation courses (Level One) in the MBA program are fulfilled through coursework in the Southern School of Pharmacy: Management 504 is fulfilled by taking Basic Management Principles 511 (an SSP elective taken during the second professional year) and Pharmacy Management 503 (an SSP required course taken during the third professional year). Marketing 505 is fulfilled by taking Basic Marketing Principles 512 (an SSP elective taken during the first professional year) and Drug Development and Marketing 507 (an SSP elective taken during the second professional year). Decision Statistics 508 is fulfilled by taking Biostatistics 500 (an SSP required course taken during the third professional year).

Third and Fourth Professional Years

During the third and fourth professional years students may take up to three MBA foundation (Level One) or Core (Level Two) courses per year in the SSBE. These courses can be taken in place of a pharmacy elective at the SSP. Following the granting of the Doctor of Pharmacy degree, a full-time course of study may be pursued at the SSBE. Depending on individual situations, the Master of Business Administration Degree may be earned within one year.

Joint Master of Business Administration-Law Degree Program

The Eugene W. Stetson School of Business and Economics and the Walter F. George School of Law of Mercer University offer a joint program of study that permits both the MBA and JD degrees to be earned in four academic years. The MBA degree is earned through the Stetson School of Business and Economics, normally by taking courses on the Macon campus. Law coursework must be done at Mercer's Walter F. George School of Law. Any applicant to this program must file separate applications with the Eugene W. Stetson School of Business and Economics and the Walter F. George School of Law, and must be admitted separately by both.

For detailed information on the program, contact the Dean of the School of Business and Economics, 1400 Coleman Avenue, Mercer University, Macon, Georgia 31207-0001 and the Admissions Office of the Walter F. George School of Law School, 1021 Georgia Avenue, Macon, Georgia 31201.

MASTER OF BUSINESS ADMINISTRATION CURRICULUM BUSINESS ADMINISTRATION (BA)

All courses are three semester hours of credit, unless otherwise indicated. Some courses normally are offered only on the Cecil B. Day Campus in Atlanta (Atl), and some courses normally are offered only on the Macon campus (Mac).

LEVEL ONE (Foundation courses)

Students with approved undergraduate equivalents should not enroll in these courses.

501. Economics

An accelerated survey of basic concepts, principles, and laws in micro and macro economics. Designed for potential MBA students with no previous course work in economics.

502. Accounting

This accelerated course is designed to familiarize the student with basic concepts, procedures, and techniques used for recording and reporting business activity in preparation for graduate level applications of this knowledge.

503. Finance

Prerequisite: BA 502, or approved undergraduate equivalent.

A comprehensive course in managerial applications of finance. Topics covered include ratio analysis, working capital management, sources and applications of funds, time value of money, capital budgeting, leverage, budgeting, inventory and finance decisions under conditions of uncertainty.

504. Management

A study of the role of the manager in today's organizations. Emphasis on leadership, communication approaches, job design, management of time and other resources, and social responsibilities at all levels of management.

505. Marketing

Prerequisite: BA 501 or permission of instructor.

A macroview of marketing's role in the economy and the society, along with a microanalysis of marketing's role in an individual firm with emphasis on the marketing process (need, product, distribution, promotion, and pricing).

508. Decision Statistics

A survey of basic statistics and statistical techniques. Topics include descriptive statistics, inferential statistics, probability distributions, hypothesis testing, regression and correlation.

LEVEL TWO

All candidates for the MBA degree are required to take BA 601, 602, 604, 605, 606, 609, 610, and 611, plus three concentration courses, and BA 699.

601. Applied Microeconomic Analysis

Prerequisite: BA 501.*

A survey of economic tools and analysis available to the manager for business decision making. Includes such topics as: pricing, forecasting, demand analysis, and macroeconomic policy as it affects the business environment.

602. Managerial Accounting

Prerequisite: BA 502.*

A course designed for middle managers which reviews the effective use of accounting information in business decision-making. A case approach.

604. Seminar In Advanced Management

Prerequisite: BA 504.*

This course stresses the need for integrating all organizational processes. Emphasis will be placed on major current practices and problems with an in-depth analysis of management in the future to provide the student with understanding and insight. Attention is focused on social, ethical and performance factors.

605. Seminar in Strategic Marketing

Prerequisites: BA 501* and 505.*

An analytical examination of the decision-maker's process in producing a marketing strategy consistent with the underlying factors present in various situations. Case analysis is emphasized to help develop strategic marketing skills.

606. Decision Theory

Prerequisite: BA 508.*

A review of major theories, tools, and techniques useful in making decisions and solving problems. Special emphasis on the problems more commonly encountered by middle and lower levels of management.

609. Corporation Finance

Prerequisites: BA 502,* 503,* and 508,* with BA 602 highly recommended.

The course focuses on the conceptual and practical problems associated with the financial management of non-financial firms. Topics include valuation of the firm, capital budgeting risk, cost of capital, capital structure, dividend policy, and investment strategies. Completion of BA 602 is strongly recommended before BA 609.

610. Ethics and the Legal Environment of Business

This course examines the legal and ethical environment in which businesses operate. It focuses on the court system and litigation, administrative law, the formation of contracts, government regulation, public policy and ethical issues. Topics covered may include tort, property and criminal law, agency, partnerships, corporations, securities law, labor and employment law, antitrust law, consumer protection, environmental law intellectual property, international law, ethical decision making principles, and political models and processes.

611. Operations Management

This course focuses on the strategic and tactical issues in managing the creation and distribution of goods and services. Concepts and techniques for process and project management are covered. Specific topics include, but are not limited to, operations strategy, quality management, time-based competition, supply chain management and project management.

*Or approved undergraduate equivalent.

625-698. CONCENTRATIONS OR ELECTIVES

Level Two standing is the prerequisite for all concentration courses.

625. Special Topics

Special Topics are courses designed to provide instruction in areas and subjects that are not offered in the program curriculum as shown in the *Bulletin*. Special Topics is a mechanism that facilitates the development of new courses, and encourages curriculum experimentation and curriculum development. Maximum degree credit for Special Topics courses for any student is 6 semester hours.

626. Independent Study

Independent Study is designed to allow an individual student to study in an area or subject that is not offered in the program curriculum as shown in the *Bulletin*. The student's proposal for Independent Study must be planned with and approved by an instructor, and must be approved by the Dean. Maximum degree credit of Independent Study for any student is 3 semester hours.

Accounting/Taxation

630. Individual Income Tax

Prerequisite: BA 602.

An introduction to the basic skills and concepts needed for individual income taxation. A foundation of tax knowledge which can be expanded into special areas. (Atl)

635. Corporate, Partnership, and Estate Taxation

Prerequisite: BA 602, BA 630

This course examines the income taxation of corporations and partnerships including operating, formation, and distributions. Gift and estate taxation issues are also addressed.

637. Governmental and Not-For-Profit Accounting

Prerequisite: BA 502* and consent of instructor

A study of the principles of fund accounting for and financial reporting by not-for-profit and government entities. This course also addresses CAFR analysis and current topics in the content area.

655. Advanced Auditing

Prerequisite: ACC 431

A continuation of introductory auditing with emphasis on development of audit procedures, the internal control structure, and assessed audit risk. Major audit failures are analyzed to assess causes and appropriate remedies. Ethical standards for the audit profession are also examined.

657. Advanced Accounting

Prerequisite: ACC 371, 372, and 373 or consent of the instructor.

A study of the theory and principles of accounting for business combinations, the preparation of consolidated financial statements, branch accounting, accounting for partnerships, accounting for international operations, and accounting for governmental and nonprofit organizations. A case approach.

Economics

668. Macroeconomics

A study of aggregate economic activity. Unemployment, inflation, and growth are analyzed. Monetary and fiscal theory is integrated with models of wage and price flexibility. Emphasis is placed upon analytical methods which enable managers to understand and predict the effect of overall economic fluctuations on their firm. (Mac)

678. International Economics

Prerequisites: BA 601.

An introduction to foreign trade theory and commercial policies. Topics may include the theory of international trade, commercial policies, balance of payments and domestic stability, offer curves and the terms of trade, and international trade strategy.

Finance

641. Financial Reporting

A critical analysis of reporting practices and complexities encountered by corporations within the framework of generally accepted accounting principles. Emphasis upon management's responsibility to communicate financial information in a significant manner to individuals and groups. (Mac)

670. Seminar in Financial Management and Policy

Prerequisite: BA 609

Advanced topics in Financial Management will be applied to real world case studies. The course will emphasize decision making and should be the last course taken in the finance sequence.

671. Corporate Restructuring via Mergers and Acquisitions

Prerequisite: BA 609.

This course will offer an intermediate-to-advanced treatment to the topic of corporate control, a topic that has become very popular in corporate America and which is gaining much importance. Some of the broad topics to be covered in this course include: theory of the firm and corporate activity; economic rationale for the existence of the firm and for the major types of mergers; theories of mergers and tender offers; empirical tests of some of the more important theories; sell-offs and divestitures; methods of payment and leverage; takeover defenses; and legal framework of mergers. (Mac)

672. Financial Institutions

Prerequisite: BA 609.

Analysis of money and credit system of the United States banking system and the impact of monetary and fiscal policies upon business decisions and economic activity.

673. Capital Budgeting

(Cross listed with TGM 673)

Prerequisite: BA 609.

An analytical course that introduces advanced mathematical and statistical concepts into the analysis of the financial decision making process.

674. Investment Analysis & Portfolio Management

Prerequisite: BA 609.

Rigorous and empirical study of the elements of investment; investment background and modern investment theory; analysis and valuation of equity securities and bonds; asset pricing and portfolio theory and evaluation of portfolio performance.

675. International Finance

Prerequisite: BA 609.

To familiarize the student and managers with a changing international scene. The use of foreign exchange, interest rate risk, arbitrage, spot and forward rates and the applicability of hedging will be introduced. The course will emphasize applications for MBA students majoring in finance and other students interested in the topic. (Atl)

677. Small Business Finance

Prerequisite: BA 609.

The course will familiarize the student with the specifics of venture capital and the structure of finance in a small business setting. The students will be grouped to study various small businesses, small business valuation, and sources of financing. Special emphasis will be given to technology intensive firms. A financing perspective will be developed by the student for an existing business. (Atl)

694. Financial Derivatives: Options and Futures

Prerequisite: BA 609

The course explores the latest derivative markets introduced to the U.S. and the rest of the world. These markets are the Futures, Options, Futures on Options and other financial engineering instruments. The objective is to use these instruments either as an individual investor or for hedging purposes by corporate managers. (Atl)

General Business

No more than two courses from the graduate listings may be taken from any concentration.

664. Electronic Commerce

(Cross listed with TGM 664)

Technology is a driving force in the trend of globalization. This course examines how organizations are relying on the Internet for marketing and management purposes. Emphasis will be on implementing electronic commerce as a business strategy, leveraging information technologies for business processes, and reviewing state of the art applications used in product, service, and information sectors. Legal and ethical issues of electronic commerce will also be addressed.

Note: This course cannot be applied toward a Management Information Systems concentration. It is applicable only to the General Business option.

International Business

613. Studies Abroad

(1-6 hours)

Travel to a foreign country in order to interview and consult with business managers, labor leaders, academicians and government officials. Lectures, discussions, facilities tours. Analysis of the role and impact of cultural, economic, social, political and legal influences on management philosophy and practice. Theories and practices of organizing, motivating, communicating and negotiation are examined in different national settings. Research report and oral presentations required. Direct costs such as airfare, meals and lodging are added to normal tuition charges. (Atl)

675. International Finance

Prerequisite: BA 609.

To familiarize the student and managers with a changing international scene. The use of foreign exchange, interest rate risk, arbitrage, spot and forward rates and the applicability of hedging will be introduced. The course will emphasize applications for MBA students majoring in finance and other students interested in the topic. (Atl)

678. International Economics

(Cross listed with TGM 678)

Prerequisites: BA 601.

An introduction to foreign trade theory and commercial policies. Topics may include the theory of international trade, commercial policies, balance of payments and domestic stability, offer curves and the terms of trade, and international trade strategy.

681. International Marketing

(Cross listed with TGM 681)

Prerequisite: BA 605.

An analysis of the social, cultural, political and economic environment for international marketing, problems in the marketing organizational structure of the firm and control of the international marketing operations in the multinational firm; also a study of alternative marketing strategies for cross national marketing and how it could develop into viable international exchange markets. (Atl)

696. International Management

Prerequisite: BA 604.

Managers increasingly work either with an ethnically diverse domestic work force or at cross-national or cross-regional interfaces. To improve performance in these multicultural settings, this seminar examines ways in which cultures vary and how these variations affect work values, expectations and practices. The seminar then explores ways of effectively managing cultural diversity.

Management

676. Applied Decision Sciences

Prerequisite: BA 606.

Management simulation through the use of a computer game. Students are divided into teams for decision making purposes and compete with other teams. The course emphasizes quantitative models such as Multiple Regression and Linear Programming. Extensive use of computer software relevant to the models and techniques introduced; however, no computer programming knowledge is assumed. (Atl)

684. Entrepreneurship

(Cross listed with HCM 659 and TGM 659)

Prerequisites: BA 604, BA 605, and BA 609 or permission of instructor.

This course provides an in-depth study of the life of the entrepreneur. Actual business opportunities are analyzed via group feasibility projects. The relationship of the entrepreneur to the formation and growth of the enterprise is studied. (Atl)

690. Organization Theory

Prerequisite: BA 604.

This course is designed to acquaint the student with various schools of thought and current issues of concern in organization theory. It includes the analysis of organizations through the study of the development of organizations, organizational change, the impact of structural characteristics on the organization and the use of power in organizations.

691. Human Resource Management

Prerequisite: BA 604.

This course examines the fundamentals of human resource management. It emphasizes the individual-organization interface and the administration of the personnel function to achieve organization objectives.

692. Organizational Behavior

Prerequisite: BA 604.

This course describes and analyzes the growth, development and application of behavioral science to industrial society. Emphasis is placed upon an understanding of the social, psychological and cultural aspects of the work situation using behavioral patterns as the basic unit of observation. Attention is focused upon such topics as industrial sociology, organization, social control, personnel psychology and industrial social psychology. This course is designed to equip a manager with the knowledge, conceptual framework, skill and experience needed to design and manage effective human resource systems.

696. International Management

Prerequisite: BA 604.

Managers increasingly work either with an ethnically diverse domestic work force or at cross-national or cross-regional interfaces. To improve performance in these multicultural settings, this seminar examines ways in which cultures vary and how these variations affect work values, expectations and practices. The seminar then explores ways of effectively managing cultural diversity.

Management Information Systems

654. Foundations in Management Information Systems

(Cross listed with TGM 654)

Prerequisite: BA 611

Information systems and technologies (IS/T) are an integral part of most organizations. Managers need at least a basic understanding of IS/T in order to express requirements, make necessary choices, oversee implementations and assess results. Combining academic theory and business experience, this course is designed to provide an understanding of the concepts and fundamentals of IS/T, the challenges of designing and implementing them and their potential impact on the organization. Emphasis will be on aligning information strategies with business strategies and leveraging information technologies for business processes.

660. Information Resource Management

Prerequisite: BA 611.

Information Resource Management (IRM) is designed to provide an overview of a number of the people and technical issues related to Information Systems (IS) planning, development, organization, evaluation and control. The impacts of IS on users at various levels of the organization are examined. Applications of emerging technologies will be reviewed. The goal is to integrate the issues and concepts discussed so that common themes and relationships become apparent. At all times the focus should be on practical applications of the material being discussed. (Atl)

Marketing

680. Business to Business Marketing

Prerequisite: BA 605.

This course is intended to give the students an overview of industrial marketing and an understanding of the unique nature of the elements within industrial marketing strategic planning. (Atl)

681. International Marketing

Prerequisite: BA 605.

An analysis of the social, cultural, political and economic environment for international marketing, problems in the marketing organizational structure of the firm and control of the international marketing operations in the multinational firm; also a study of alternative marketing strategies for cross national marketing and how it could develop into viable international exchange markets. (Atl)

682. Buyer Behavior

Prerequisite: BA 605.

This course focuses on the study of the behavior of buyers of consumer and industrial goods and services. Special emphasis is placed on increasing the student's sensitivity to, and understanding of, buyers and their behavior and providing the student with experience in applying this knowledge to effective marketing management decisions. (Atl)

686. Marketing Promotion

Prerequisite: BA 605.

This course focuses on decision making in the management of the elements of the firm's promotional mix such as advertising, sales promotion, publicity, and packaging and branding. Special emphasis is placed on the use of promotional tools as they are used in promotional strategy formulation. (Atl)

CASE STUDY SEMINAR

699. MBA Capstone

Prerequisite: Restricted to candidates who have completed the core program.

The course is normally taken as the final course in the MBA program. The MBA Capstone is the culmination course for the MBA program. The course provides students with the opportunity to correlate, integrate and apply the concepts and principles that have been learned in the core and concentration courses of the MBA program.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

All students are required to attend a four-day Initiation Seminar prior to the beginning of the program. The purpose of this seminar is to provide some knowledge of basic business tools for the executive who has a non-business background, and introduce University resources to the executives with an undergraduate business degree.

The EMBA Program will be conducted in five modules. The modules are designed to combine a strategic decision-making classes with quantitative classes. Students take three classes per module and participate in an international business program during the third module. The final capstone, which combines subject matter from other courses, is the final module.

MODULE I.

601. Managerial Economics

The use of economic tools for effective decision-making by the manager is the focus of this course. Topics include pricing, forecasting, demand analysis, and macroeconomic policy and its effects on the business environment.

602. Managerial Accounting

A case approach to analyzing accounting information for business decision making. The objective of the course is to teach the high-level manager and executive how vital accounting information can be used in strategic planning.

604. Seminar in Advanced Management

An in-depth analysis of organizational processes relating to the corporation is conducted. The extensive analysis explores theories and practices of effective management of individuals, organizations and the firm.

MODULE II.

605. Seminar in Strategic Marketing

An analytical examination of the decision-making process in producing a marketing strategy consistent with the goals of the corporation is the focus of this course. Case analyses are emphasized to help develop strategic marketing skills.

609. Corporation Finance

This course emphasizes corporate financial strategies associated with the management of non-financial firms. It focuses on valuation of the firm, capital budgeting, decision-making, capital structure, risk and investment strategies in maximizing firm value.

696. International Management

Managers increasingly work either with an ethnically diverse domestic workforce or at cross-national and cross-regional interfaces. To improve performance in these multicultural settings, this class explores how cultural variations affect work values, expectations and practices.

MODULE III.

613. Business Studies Abroad

(1-6 hours)

Introductory lectures in international economics, finance, marketing, and law will be presented, along with in-depth analysis of the economics of the countries to be visited in Europe, Asia, and South America. The Executives will prepare reports on various industries, banks, government agencies, and exchange prior to the visit. Executives will write and present at the conclusion of the program an extensive paper on an aspect of international business.

MODULE IV.

603. The Legal Environment

This course examines the legal environment in which business operates. It focuses on the court system and litigation, administrative law, the formation of contracts, tort and criminal issues, and ethical considerations. Emphasis is also placed on how government regulates business. Topics covered may include agency, partnerships, corporations, securities law, labor and employment law, antitrust law, consumer protection, environmental law, intellectual property and international law.

606. Decision Theory

This course teaches high-level managers the use of quantitative methods and analysis for policy and decision making. Special attention will be given to the interpretation of information given to the executives by lower and middle-management.

607. Ethics and Public Policy

An examination of contemporary issues that affect the business/society relationship and the ways in which organizations interact. Specific attention is focused on the critical and political dimensions and processes of such interactions.

MODULE V.**608. Management Information Systems**

The problems of designing and implementing systems that provide useful management information will be identified and analyzed. Topics include transaction processing, executive information, decision support, expert support and workgroup support systems.

699. Executive MBA Capstone

This course integrates subject matter from other courses in the MBA program. Topics will involve the development of organizational strategy, decision-making, planning and formulation of objectives in all areas of business. A real-world case approach is utilized.

MODULE VI.**613. Business Studies Abroad**

Introductory lectures in international economics, finance, marketing, and law will be presented, along with in-depth analysis of the economics of the countries to be visited in Europe, Asia, and South America. The Executives will prepare reports on various industries, banks, government agencies, and exchange prior to the visit. Executives will write and present at the conclusion of the program an extensive paper on an aspect of international business.

MODULE VII.**699. Executive MBA Capstone**

This course integrates subject matter from other courses in the MBA program. Topics will involve the development of organizational strategy, decision-making, planning and formulation of objectives in all areas of business. A real-world case approach is utilized.

MASTER OF SCIENCE IN HEALTH CARE MANAGEMENT

The Master of Science in Health Care Management (HCM) is designed to prepare students to assume responsible managerial positions in health care organizations. To accomplish this mission, the curriculum is structured to provide the basic skills and tools required to manage in the complex and diversified environment of health care. Emphasis is placed on theories, concepts and practices which bear significantly upon the administration and organization of health care delivery systems. The degree is designed for the individual interested in a career in health care facilities, medical equipment manufacturing, pharmaceuticals or third party payment programs.

Objectives of the program include:

- (1) to provide an understanding of the values, traditions, ethics and attitudes prevalent in the health care environment;
- (2) to create an awareness of social, ethical, legal, and financial issues relevant to the management of health care delivery systems;
- (3) to provide an understanding of the concepts of market planning, policy formulation and strategic management;
- (4) to provide skills and knowledge of human resource management in the health care area;
- (5) to establish a framework for integrating decision-making theory and information technology.
- (6) to evaluate the economic environment of the health care delivery system and the effect of economic theory on provider, consumer and payer behavior;

Program of Study

All candidates for the Master of Science in Health Care Management degree are required to take the following Program of Study: All courses in The MS Core (MSC 601-605) are prerequisites for any HCM course.

A. MS Core Courses (15 semester hours)

MSC 601	Economic Analysis
MSC 602	Accounting and Financial Management
MSC 603	Quantitative Methods and Systems
MSC 604	Marketing/Strategic Management
MSC 605	Human Behavior in Organizations

B. Required HCM Courses (15 semester hours)

HCM 600	Elements and International Health
HCM 602	Legal and Ethical Issues in Health Care Management
HCM 603	Health Care Economics, Finance, and Reimbursements
HCM 604	Quality Management and Research Methods
HCM 698	Concepts and Issues (HCM Capstone Course)

C. Electives (9 semester hours)

Each student in the HCM program is required to take 9 semester hours beyond the MS Core and the HCM required courses.

D. Oral Examination

At the end of the last semester of enrollment, an oral examination will be scheduled. The examination is designed to evaluate the student's knowledge of, and competence in, the health care arena. The oral examination will cover questions relating to specific course work and actual situations found in the health care field. The students are to be given a PASS or Reexamination grade evaluation at the end of the first oral examination. If a student receives a Reexamination evaluation, the student may be reexamined any time during the week before graduation. Students may be required to complete additional course work or research before reexamination. In that instance, the reexamination will be scheduled during the subsequent semester. Upon a NO PASS on the second oral examination, the student must petition within ten days for a hearing before the Dean of SSBE and the HCM Program Director. The refusal of the student to petition will result in dismissal from the Program. The hearing will determine the final disposition of the petition.

COURSES OF INSTRUCTION

All courses are three semester hours of credit, unless otherwise indicated.

MSC 601. Economic Analysis

This course is a study of applied economic theory to activities associated with the 21st century's global and domestic perspectives. The course will analyze and reveal the environments that are significant in business activities as they relate to economic decision making.

MSC 602. Accounting and Financial Management

The course aligns a basic foundation of accounting to the role of financial management and its relationship to the operational environment in business organizations. This includes project financing; resource management; forecasting and planning, investments and financial decisions, executive financial control, and the interaction with capital markets.

MSC 603. Quantitative Methods and Systems

This course covers quantitative methods for managing operations. Basic tools for control and system analysis are introduced. Information systems as a resource consideration; descriptive and inferential statistics, strategies for resource optimization such as project management and planning, forecasting, and linear programming are covered.

MSC 604. Marketing/Strategic Management

This course examines the basic marketing functions including environmental analysis, target market analysis, consumer behavior, segmentation, service strategy, pricing, promotion, positioning, and distribution. With an emphasis on quality, customer service and satisfaction as a critical strategic element, the course then examines the techniques and organizational strategies needed to enhance effectiveness and competitiveness in dynamic markets. Students will learn the tools of strategic planning and management including the SWOT analysis, strategy development and analysis, selection, implementation, and control of the strategic plan.

MSC 605. Human Behavior in Organizations

The course examines the theory and practice of human resource management in organizations. The importance of human resource practices on an organization are explored and managerial strategies developed. The course includes change management, organizational leadership, re-engineering, alignment of human resource practice, and conflict resolution.

HCM 600. Elements and International Health

This course is a foundation course for health care management. This course will define health and health status from an epidemiological analysis of population health. The U.S. health care delivery system, policy influences, structure and professional composition will be examined. Major topics include financing, organization, and delivery of health services

as well as U.S. policy issues that affect the performance of the health care system in regard to cost, access, and quality.

HCM 602. Legal and Ethical Issues in Health Care Management

This course will introduce the student to the legal, regulatory and ethical environment of health care management. Focus will be on the various issues facing a manager in such an environment. Topics discussed may include an introduction to the legal system, policy formulation and administration, discussion of access to, quality of and cost of health care, tort and liability issues, regulatory restrictions and legal and ethical concerns pertaining to health care administration.

HCM 603. Health Care Economics, Finance, and Reimbursements

This course covers an analysis and evaluation of the economic, financial and payment environment of the health care consumer, provider, institution and the different organizations found in the health care industry. These areas will be integrated to provide a complete understanding of the managed care organization's economic, financial and payment objectives to provide health services to all health care clients.

HCM 604. Quality Management and Evaluation Methods

This course will provide a comprehensive review of current quality management principles and concepts which focus on systemic improvement methods and tools to improve processes. The management and measurement of outcomes through critical pathways, reference databases, practice guidelines and state and federal quality measurement initiatives will also be addressed. Approaches to health care research and program evaluation are discussed.

HCM 698. Concepts and Issues in Health Care Policy & Management

This "capstone" course examines the influence of social, economic, political, environmental, and technological variables on the health status of the population. The concept of public vs. private health care delivery is discussed as it relates to population vs. individual health status. Comparison of the management delivery systems of other industrialized nations' health care services is made. This class is a student conducted seminar and should be the final course in the program of study in health care management. It must be taken in residence at Mercer.

ELECTIVE COURSES

HCM 620. Studies Abroad

This course includes travel to a foreign country in order to interview and consult with health care administrators, academicians and government officials. The course covers analysis of the role and impact of health care institutions; and the cultural, economic, social, political and legal influences on health care philosophy and practice. A research report and oral presentation are required of each student. Direct costs such as airfare, meals and lodging are added to normal tuition charges.

HCM 625. Special Topics

Special Topics are courses designed to provide instruction in areas and subjects that are not offered in the program curriculum as listed in the *Bulletin*. Special Topics is a mechanism that facilitates the development of new courses, and encourages curriculum experimentation and curriculum development. Maximum degree credit for Special Topics courses for any student is 6 semester hours.

HCM 626. Independent Study

An Independent Study course is designed to allow an individual student to study in an area or subject that is not offered in the program curriculum as listed in the *Bulletin*. The student's proposal for Independent Study must be planned with and approved by an instructor, and must be approved by the Dean. Maximum degree credit for Independent Study for any student is 6 semester hours.

HCM 645. Managed Care and Third Party Payers

This course will provide an overview of health care delivery and financing mechanisms. The managed care organizations such as health maintenance organizations (HMOs), preferred

provider organizations (PPOs), exclusive provider organizations (EPOs) and variations of traditional indemnity insurance plans will be addressed as a mechanism to control the utilization and cost of health care services. Financing health care on both a state and federal level will be explored and include Medicare, Medicaid, and state and federal health care reform initiatives.

HCM 650. Health Care Systems Management

This course deals with information systems management and operations research for problem solving in health care organizations. Hardware, software and system architecture are the basis of the course.

HCM 652. Practice Management

This course focuses on clinical practice management from the small business perspective. Topics covered include planning, organizing, controlling, leading and motivating issues specific to the clinical practice. Managerial accounting, banking, marketing, law collections, coding, and computer usage are also covered.

HCM 657. International Health Policies

The objective of this course is to identify the major factors of influence on the global distribution in health, and to demonstrate the concepts underlying the current international public health policies. Emphasis will be on the context of illness, the environmental and biological setting of health, infant and maternal mortality, development and health, primary health care, economic and policy aspects, comparison of health care systems, international health organizations, current epidemics, and international health research and ethical issues.

HCM 659. Entrepreneurship in Health Care

(Cross listed with BA 684 and TGM 659)

This course provides an in-depth study of the life of the entrepreneur. Actual health care business opportunities are analyzed. The relationship of the entrepreneur of the formation and growth of the enterprise is studied.

HCM 660. Long Term Care

This course reviews the services and programs that make up long-term care and the place of long-term care in the present day health care delivery system. Services typically viewed as components of Long-Term Care include: home health care, adult day care, nursing homes, assisted living environments, hospice, and rehabilitation services. The focus of study includes the types of patients needing long-term care, as well as available services, programs and integrating mechanisms necessary for administering these services.

HCM 665. U.S. Health Care Policy

This course examines the political dimension of the U.S. health care delivery system. The role of multiple constituencies in the system; i.e. providers, payers, consumers, and special interest groups, will be examined as well as their influence on policy. Policy formation and analysis will be a central component of this course.

HCM 667. Role of Public Health in the U.S. Health Care Delivery System

This course provides an introduction to the concepts and practices of public health at the community, state, and national levels. The philosophy, purpose, organization, functions, activities and results of public health practice are examined. The important health issues and problems facing the public health system are also addressed, along with approaches and constraints to solving these problems. Emphasis is placed on helping the student gain an appreciation of the importance of disease prevention and health promotion in our society.

HCM 670. Topics in Health Care Law

This course will investigate legal issues concerning health care management. Topics discussed will include health care reform, antitrust issues, professional liability, contract and employment issues, patients' rights, antitrust law and legal and ethical concerns pertaining to birth, life and death situations.

HCM 675. Operations Management in Health Care

This course involves the application of decision-making tools in the health care service industry. Topics include project planning, forecasting, and other managerial techniques to optimize resources.

HCM 690. Health Care Intern

The intern program is designed to provide the student on-site (as a minimum) 60 work hours of experience in health care management. The intern program must be substantially different from any health care experience that the student may have had in the past, or is involved in at the present time. The intern program cannot be at a location where the student is employed, or where the student has been employed. The student must have completed the required courses in the HCM program and have a 3.4 grade point average. The student will need to have both their advisor's and the program director's permission before enrolling for the intern program. The student's advisor will be responsible for establishing the standards, and coordinating these standards with the institution's preceptor where the internship will be accomplished. The student's advisor will oversee, with the help of an on-site preceptor, the intern's study and to review the student's work and assign the grade.

HCM 699. Problem Solving Project (Optional - may substitute for up to two electives)

This course covers a project which investigates, analyzes, and solves a complex health care problem. The student will be required to prepare and submit a comprehensive project plan and make appropriate progress reports before submitting final written reports. This course can be taken concurrently with other courses in the final semester of the program. It will provide the practical application of program and course material in individual research, investigation and analysis of real life situations. (This course may count as two (2) electives or six (6) semester hours credit.)

MASTER OF SCIENCE IN TECHNOLOGY MANAGEMENT

The Master of Science in Technology Management (MSTM) degree is designed to provide the knowledge and skills required to manage successfully in today's complex, technology-oriented organizations. The interdisciplinary program will provide the student with the ability to exercise managerial responsibilities in various technical fields in industry and government. Emphasis is placed on managing with technology as well as the management of technology. The approach includes practical applications in researching and solving management problems in a work environment.

Upon successful completion of the program, the MSTM graduate should be able to:

- apply the strategic management of technology in an international context identify operational strategies for quality improvements in products, services and processes
- align technological and organizational strategies
- describe processes to engender creativity and innovation in organizations
- apply creative and critical thinking to problem solving
- communicate effectively orally and in writing
- use quantitative analysis and computer applications
- describe multiple frameworks for ethical decision making, and
- describe techniques for asserting leadership and establishing teamwork.

The Master of Science in Technology Management addresses the needs and interests of individuals already employed in technical areas who wish to pursue or enhance a management career, and those who wish to begin a career in a technology-oriented organization.

The MSTM degree is offered on the Atlanta campus.

Program of Study

All candidates for the M.S. degree in Technology Management are required to take the following Program of Study: The courses in MSC Core (MSC 601-605) are preparatory for any (MSTM) TGM course.

A. MS Core Courses (15 semester hours)

MSC 601	Economic Analysis
MSC 602	Accounting and Financial Management
MSC 603	Quantitative Methods and Systems
MSC 604	Marketing/Strategic Management
MSC 605	Human Behavior in Organizations

B. Required TGM Courses (15 semester hours)

TGM 600	Technology and Information Management
TGM 603	Productivity and Quality Management
TGM 611	Legal and Ethical Issues in Technology Management

TGM 698	Strategic Management in the Technology-Intensive Firm [(MSTM) TGM capstone course]
TGM 699	Management Research Project

C. Electives (9 semester hours)

Each student in the Technology Management program is required to take 9 semester hours beyond the MS Core and Technology Management required courses. One course must be an international elective taken from the following courses (TGM 607, TGM 620, or TGM 681). The student may select any other courses in the Technology Management curriculum for the other electives.

COURSES OF INSTRUCTION

All courses are three semester hours of credit unless otherwise indicated.

MSC 601. Economic Analysis

This course is a study of applied economic theory to activities associated with the 21st century's global and domestic perspectives. The course will analyze and reveal the environments that are significant in business activities as they relate to economic decision making.

MSC 602. Accounting and Financial Management

The course aligns a basic foundation of accounting to the role of financial management and its relationship to the operational environment in business organizations. This includes project financing; resource management; forecasting and planning, investments and financial decisions, executive financial control, and the interaction with capital markets.

MSC 603. Quantitative Methods and Systems

This course covers quantitative methods for managing operations. Basic tools for control and system analysis are introduced. Emphasis is on descriptive and inferential statistics for management decision-making.

MSC 604. Marketing/Strategic Management

This course examines the basic marketing functions including environmental analysis, target market analysis, consumer behavior, segmentation, service strategy, pricing, promotion, positioning, and distribution. With an emphasis on quality, customer service and satisfaction as a critical strategic element, the course then examines the techniques and organizational strategies needed to enhance effectiveness and competitiveness in dynamic markets. Students will learn the tools of strategic planning and management including the SWOT analysis, strategy development and analysis, selection, implementation, and control of the strategic plan.

MSC 605. Human Behavior in Organizations

The course examines the theory and practice of human resource management in organizations. The importance of human resource practices on an organization are explored and managerial strategies developed. The course includes change management, organizational leadership, re-engineering, alignment of human resource practice, and conflict resolution.

Required Courses

TGM 600. Technology and Information Management

A consistent challenge to modern businesses is to optimize organizational member performance. One approach is to improve the probability that members will make appropriate decisions and follow those decisions with effective actions. Such an approach requires that both information and technology be focused to support member decision processes. This course integrates basic management principles with techniques in information systems and technology. Emphasis is placed on the application of combined information, hardware, and software solutions to business processes.

TGM 603. Productivity and Quality Management

This course is designed to provide the student with an understanding of the concepts and fundamentals of productivity and quality needs, and techniques used in modern business organizations. Emphasis will be on proper planning and implementation activities for production at all levels of product and service development.

TGM 611. Legal and Ethical Issues in Technology Management

This course will introduce the student to the legal, regulatory and ethical environment of technology management. Focus will be on the various issues facing a manager in such environment. Topics discussed may include the protection of intellectual property, contract and licensing issues, tort and liability concerns, and privacy, security, ethical and criminal issues pertaining to the management and use of technology.

TGM 698. Capstone: Strategic Management in the Technology-Intensive Firm

This course explores the strategic planning process underlying strategic management. It will provide the student with proven tools for strategic analysis and decision-making. This is the capstone course designed to provide the linkage between all course work and the Management Research Project. It must be taken in residence at Mercer, after the other course work is substantially completed.

TGM 699. Management Research Project

A project to investigate, analyze, and solve a complex management problem in a technology-intensive environment. The student will be required to prepare and submit a comprehensive project plan and make appropriate progress reports before submitting final written reports. This course can be taken concurrently with other courses in the final semester of the program. It will provide the practical application of program course material in individual research, investigation, and analysis of real-life situations.

Elective Courses

TGM 607. International Management Strategies

This course introduces students to the issues confronting managers in the international setting. Major technological developments and their impact on social, political, and economic systems are examined and evaluated. Topics include international planning and strategies, designing an effective international control system, international standards, varying business environments and perspectives and foreign assignments.

TGM 610. Information Systems and Database Management

This course introduces the student to the theory, design, implementation and management of database management systems. Students will be required to design and implement a project using a DBM project.

TGM 620. Studies Abroad**(6 hours)**

This course includes travel to a foreign country in order to interview and consult with businesses and technical administrators, academicians and government officials. The course covers analysis of the role and impact of technology intensive institutions; and their influences on cultural, economic, social, political, and legal issues. A research report and oral presentation are required of each student. Direct costs such as airfare, meals and lodging are added to normal tuition charges.

TGM 625. Special Topics

Special Topics are courses designed to provide instruction in areas and subjects that are not offered in the program curriculum as shown in the *Bulletin*. Special Topics is a mechanism that facilitates the development of new courses, and encourages curriculum experimentation and curriculum development. Maximum degree credit for Special Topics courses for any student is 6 semester hours.

TGM 626. Independent Study

Independent Study is designed to allow an individual student to study in an area or subject that is not offered in the program curriculum as shown in the *Bulletin*. The student's proposal

for Independent Study must be planned with and approved by an instructor, and must be approved by the Dean. Maximum degree credit for Independent Study for any student is 3 semester hours.

TGM 654. Foundations in Management Information Systems

(Cross listed with BA 654)

Information systems and technologies (IS/T) are an integral part of most organizations. Managers need at least a basic understanding of IS/T in order to express requirements, make necessary choices, oversee implementations and assess results. Combining academic theory and business experience, this course is designed to provide an understanding of the concepts and fundamentals of IS/T, the challenges of designing and implementing them and their potential impact on the organization. Emphasis will be on aligning information strategies with business strategies and leveraging information technologies for business processes.

TGM 659. Entrepreneurship, Intrapreneurship and Innovation

(Cross listed with BA 684 and HCM 659)

This course provides an in-depth study of the life of the entrepreneur. Actual business opportunities are analyzed. The relationship of the entrepreneur to the formation and growth of the enterprise is studied.

TGM 660. Information Resource Management

Information Resource Management (IRM) is designed to provide an overview of a number of the people and technical issues related to Information Systems (IS) planning, development, organization, evaluation and control. The impacts of IS on users at various levels of the organization are examined. Applications of emerging technologies will be reviewed. The goal is to integrate the issues and concepts discussed so that common themes and relationships become apparent. At all times the focus should be on practical applications of the material being discussed.

TGM 662. Computers and the Law

An investigation of various legal issues relevant to environment of computers and technology. Topics will include protection of intellectual property: copyright, patent, trade secret and trademark law; contract law: acquiring hardware and software, licensing agreements and employee agreements; tort liability: physical and economic injury, strict liability and computer malpractice; the right of privacy; computer crime; and electronic transactions.

TGM 663. Systems Analysis and Design

Introduction to structured systems analysis and design with emphasis on the development of large-scale man-machine systems. Methods of systems documentation are examined through the use of tools and techniques for describing process flows, data flows, data structures, file designs, input and output designs and program specifications. Project management methodologies are described.

TGM 664. Electronic Commerce

(Cross listed with BA 664)

Technology is a driving force in the trend of globalization. This course examines how organizations are relying on the Internet for marketing and management purposes. Emphasis will be on implementing electronic commerce as a business strategy, leveraging information technologies for business purposes, and reviewing state of the art applications used in product, service, and information sectors. Legal and ethical issues of electronic commerce will also be addressed.

TGM 673. Capital Budgeting

(Cross listed with BA 673)

An analytical course that introduces advanced mathematical and statistical concepts into the analysis of the financial decision making process.

TGM 678. International Economics

(Cross listed with BA 678)

This course is an introduction to foreign trade theory and commercial policies. Topics may include the theory of international trade, commercial policies, balance of payments and domestic stability, offer curves and the terms of trade, and international trade strategy.

TGM 681. International Marketing

(Cross listed with BA 681)

An analysis of the social, cultural, political and economic environment for international marketing, problems in the marketing organizational structure of the firm and control of the international marketing operations in the multinational firm; also a study of alternative marketing strategies for cross national marketing and how it could develop into viable international exchange markets.